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the U.S. of America

Organization of war
transportation control

[Washington]

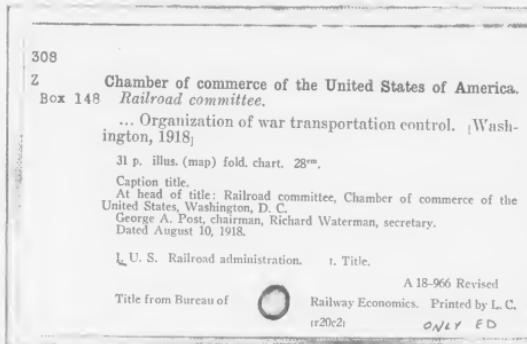
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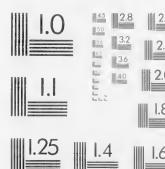
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SEP 23 1918

RAILROAD COMMITTEE

CHAMBER OF COMMERCE OF THE UNITED STATES

WASHINGTON, D. C.

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ORGANIZATION OF WAR TRANSPORTATION CONTROL

The United States government now controls and operates the greatest transportation system in the world. In a proclamation issued December 26, 1917, the President "took possession and assumed control of each and every system of transportation (in the United States) and the appurtenances thereof * * * whether operated by steam or electric power, including also terminal companies and terminal associations, sleeping and parlor cars, private cars and private lines, elevators, warehouses, telegraph and telephone lines and all other equipment and appurtenances commonly used upon or operated as a part of such rail or combined rail and water systems of transportation;— to the end that such systems of transportation be utilized for the transfer and transportation of troops, war material and equipment to the exclusion, so far as may be necessary, of all other traffic thereon". At the same time the President directed that "the possession, control, operation and utilization of such transportation systems" shall be exercised by W. G. McAdoo, who was appointed Director General of Railroads.

Railroad Control Bill

The Railroad Control Bill which became a law on March 21, 1918, defines the terms on which 168 railroad systems and 553 short lines are operated by the government. It expressly declares that this law is emergency legislation enacted to meet war conditions and is not to be regarded as indicating in any way the future policy of the government with respect to the railroads. The law provides that all of the railroads and waterways taken over by the government shall be operated for the period of the war and for 21 months thereafter as a single national system of transportation; that the owners shall receive as compensation for the use of their property a standard return equal in amount to the average net operating income for the three year period from June 30, 1914, to June 30, 1917; that the President shall have authority to initiate changes in existing rates, fares, charges and classifications when in his opinion more revenue is needed by the roads; but that the Interstate Commerce Commission shall have final authority in the making of rates, provided that it gives due consideration to the certificate of the President that increased revenues are necessary in order to defray expenses and to pay the agreed compensation to the owners of the roads.

Transportation Systems Included

The railroads operated by the Administration include all of the trunk lines and many of the short lines in a system that has 260,000 miles of track, 66,000 locomotives, 2,500,000 freight cars, 55,000 passenger cars, and freight and passenger terminals in every important center of population. In 1917 the operation and maintenance of these railroads cost about \$2,650,000,000, of which more than \$1,200,000,000 was paid for materials and supplies and \$1,450,000,000 for the wages of 1,800,000 employees who with their dependents constitute more than 8% of the entire population of the country.

The waterways operated by the Administration include all of the important coastwise steamship lines that touch at Atlantic and Gulf ports, a lake-service line from Chicago and Milwaukee to Buffalo, the Cape Cod Canal, the New York Barge Canal, the Delaware and Raritan Canal, and the Mississippi and Warrior waterways.

Organization

The organization of the United States Railroad Administration and other war transportation agencies is shown in the chart which forms a part of this bulletin. It includes

THE DIRECTOR GENERAL OF RAILROADS to whom all of the officers and employees of transportation agencies operated by the government are responsible.

THE CENTRAL ADMINISTRATION including the Division of Law, the Division of Finance and Purchases, the Division of Operation, the Division of Traffic, the Division of Capital Expenditures, the Division of Labor, the Division of Public Service and Accounts and the Actuary to the Railroad Administration.

THE REGIONAL ADMINISTRATION including a separate organization for each of the seven regional groups of railroads.

ADVISORY COMMISSIONS AND COMMITTEES.

The function and personnel of each important division, section and committee of the Railroad Administration are given in the following text under appropriate heads. The present position of each official is shown in the left-hand column; and the railroad position previously held is shown in the right-hand column.

Central Administration

1. Director General of Railroads

913 I. C. C. Building

WILLIAM G. McADOO, *Director General*

OSCAR A. PRICE, *Assistant to the Director General*

M. BRICE CLAGETT, *Private Secretary to the Director General*

HENRY WALTERS, *Adviser on Finance, Purchases and New Equipment*, 618 I. C. C. Building

FUNCTION: To take possession and assume control of the transportation systems of the United States described in the President's Proclamation of December 26, 1917; and to operate these systems as a unit during the period of the war and for 21 months thereafter.

2. Assistant Director General of Railroads

904 I. C. C. Building

WALKER D. HINES, *Assistant Director General*

H. A. TAYLOR, *Assistant*

G. H. PARKER, *Assistant*

FUNCTION: To assist the Director General and represent him in his absence.

3. Division of Law

621 I. C. C. Building

JOHN BARTON FAYNE, *General Counsel*

R. WALTON MOORE, *Assistant*

CHARLES B. EDDY, *Assistant*

NATHAN MATTI EWS, *Special Counsel*

F. W. GWATHMAY

FUNCTION: To deal with all legal questions that may arise in the process of adjusting relations between the railroad administration on the one side and carriers, shippers, national and state commissions and the general public on the other.

3a. Property Protection Section

706 Southern Railway Building

PHILIP J. DOHERTY, *Manager*

Chief Attorney, Division of Safety, Interstate Commerce Commission

FUNCTION: To enforce the federal law against theft from cars, stations, sidings and wharves; to prosecute cases of embezzlement from railroads; to enforce laws as to passenger ticket irregularities; to safeguard railroad property; and to take all necessary measures in cooperation with carriers to prevent loss from these causes.

3b. Claims Section

819 Southern Railway Building

JOHN H. HOWARD, *Manager*

FUNCTION: To have jurisdiction of loss and damage freight claims and their prevention.

3c. Committee on Compensation and Contracts

620 I. C. C. Building

CHARLES B. EDDY, *Chairman*

CHARLES DONNELLY, *Vice Chairman*

E. M. ALVORD

C. W. HILLMAN

E. C. NILES

Attorney, New York City
General Solicitor, Northern Pacific

President, National Association Railway & Utilities Commissioners

FUNCTION: To consider petitions of relinquished roads to be taken under federal control; to recommend to the Director General what action shall be taken thereon; and also to recommend what compensation shall be paid to each railroad under federal control and what modification of the standard form of contract shall be made.

4. Division of Finance and Purchases

619 I. C. C. Building

JOHN SKELTON WILLIAMS, *Director*

Comptroller of the Currency and formerly President, Seaboard Air Line.

D. C. PORTEOUS, *Assistant*

Secretary, Seaboard Air Line

J. B. SCOTT, *Treasurer*

Comptroller, Wabash.

FUNCTION: To coordinate and supervise railroad purchases of materials and supplies and to develop plans for meeting the financial requirements of the railroads, whether their needs relate to the taking up and renewal of obligations and the issuance of new securities, or to financial provision for betterments and additions.

4a. Finance Section Advisory Committee

6th Floor I. C. C. Building

FRANKLIN Q. BROWN, *Chairman*

Banker, New York.

FESTUS J. WADE

President, Mercantile Trust Co., St. Louis.

FREDERICK W. SCOTT

Banker, Richmond, Va.

JAMES N. WALLACE

President, Central Union Trust Co., New York

FUNCTION: To assist the Director of the Division of Finance and Purchases in the financial work of the division.

4b. Purchasing Section Advisory Committee

704 Southern Railway Building

HENRY B. SPENCER, *Chairman*

Purchasing Vice-President, Southern

SAMUEL PORCHER

General Purchasing Agent, Pennsylvania

GEORGE YEOMANS

Purchasing Agent, New York, New Haven & Hartford.

FUNCTION: To assist the director of the Division of Finance and Purchases in the coordination and supervision of railroad purchases of equipment, materials and supplies.

4b 1. Procurement Section

Southern Railway Building

H. C. PEARCE, *Manager*

General Purchasing Agent, Seaboard Air Line
Assistant to the Director of Purchases, Southern Pacific

E. B. DAILEY, *Assistant Manager*

FUNCTION: To follow up and expedite the delivery of equipment ordered by the Railroad Administration, by keeping in close touch with the progress of the work at the different plants and by rendering such assistance as possible in the procurement and delivery of materials needed.

4b 2. Forest Products Section

Southern Railway Building

M. E. TOWNER, *Manager*

Purchasing Agent, Western Maryland

FUNCTION: To procure forest products used in railway work, such as ties, timbers, etc.

4d. Advisory Committee on Insurance and Fire Protection

THEODORE H. PRICE, *Chairman*
 R. H. BISSELL
 CHARLES MATHER
 D. R. MCLENNAN
 ALLEN M. SCHODT

FUNCTION: To advise and assist in developing and applying measures for the prevention of fires and the reduction of the fire hazards in and on the property of railroads under the control of the United States Railroad Administration.

4d 1 Insurance and Fire Protection Section

CHARLES N. RANBO, *Manager*

FUNCTION: To deal with the prevention of fires through rigid inspection and insistence upon the observance of fire rules and regulations, and to have general charge of the adjustment of fire losses.

5. Division of Operation

1028 I. C. C. Building

CARL R. GRAY, *Director*
 W. T. TYLER, *Senior Assistant Director*
 J. H. KEEFE, *Assistant Director*,
 FRANK McMANAMY, *Assistant Director*, *Mechanical Department*
 FRANK C. WRIGHT, *Assistant Director*, *Marine Department*

FUNCTION: To exercise general supervision over the operation of all transportation systems that have been taken over by the government.

5a. Car Service Section

718 18th Street

W. C. KENDALL, *Manager*
 W. L. BARNES, *In charge of Chicago Office*
 E. H. DEGROOT, Jr.
 A. C. GUTHRIE
 C. B. PHELPS
 G. F. RICHARDSON
 J. A. SOMERVILLE

Superintendent Car Service, Boston & Maine
 Superintendent Transportation, Chicago, Burlington & Quincy
 Chairman, Car Service Bureau, Interstate Commerce Commission
 Attorney-Examiner, Interstate Commerce Commission
 Superintendent Transportation, Louisville & Nashville
 President and General Manager, Westmoreland Interurban
 General Superintendent Transportation, Missouri Pacific

FUNCTION: To deal with all matters relating to car service including (a) the relocation of freight cars; (b) provision through the regional director on application of proper government authorities for preference in car supply and movement where more than ten cars are involved; and (c) the recommendation of embargo policies and exemptions as the needs of the government, seasonal requirements or other government circumstances may demand.

5a 1. Car Record Office

19th St. and Virginia Avenue

F. L. STILLMAN, *Manager*
 Chief Clerk to Superintendent Transportation, Chicago & Northwestern

FUNCTION: To record the movements of carload shipments of United States Government freight.

5c. Mechanical Department

I. C. C. Building

FRANK McMANAMY, *Assistant Director in charge of Mechanical Affairs*
 F. P. PFAHLER, *Chief Mechanical Engineer*
 J. J. TATUM, *General Supervisor Car Repairs*

G. N. DeGUIRE, *General Supervisor of Equipment*
 JOHN McMANAMY, *General Supervisor of Equipment*

FUNCTION: To exercise supervision over all rolling stock and over the shops where repairs to this equipment are made; to prepare plans and specifications for new equipment; and to equalize the distribution of repair work to different shops and the distribution of motive power among the railroads.

5d. Committee on Standards

FRANK McMANAMY, *Chairman*

HENRY BARTLETT
 H. T. BENTLEY

J. F. CARROLL

C. E. FULLER

F. F. GAINES

A. W. GIBBS

HOWARD INGERSOLL
 J. E. O'BRIEN
 JOHN PURCELL

F. P. PFAHLER

J. W. SMALL
 J. J. TATUM

W. H. WILSON
 E. A. WOODBORTH, *Secretary*

Chief Inspector Locomotive Boilers Interstate Commerce Commission
 Chief Mechanical Engineer, Boston & Maine
 Superintendent Motive Power & Machinery, Chicago & Northwestern
 Assistant General Superintendent Motive Power: Baltimore & Ohio
 Superintendent Motive Power & Machinery, Union Pacific
 Mechanical Assistant, Regional Director, Southern Railway
 Chief Mechanical Engineer, Pennsylvania Eastern Lines
 Assistant to President, New York Central
 Mechanical Superintendent, Missouri Pacific
 Assistant to Vice President Atchison, Topeka and Santa Fe

Master Mechanic, Baltimore & Ohio; and Mechanics Engineer, U. S. Railroad Administration
 Superintendent Motive Power, Seaboard Air Line
 General Supervisor Car Repairs, Baltimore & Ohio, and U. S. Railroad Administration
 Assistant to Vice President, Northern Pacific

FUNCTION: To follow up standard plans for the purpose (1) of recommending changes which may be found necessary in standards already adopted as to cars, locomotives and the specialties used thereon; or (2) of developing additional standards.

5e. Inspection and Test Section

610 Southern Railway Building

C. B. YOUNG, *Manager*

Mechanical Engineer, Chicago, Burlington & Quincy
 FUNCTION: To test and inspect materials and work in connection with the construction of standard locomotives and cars.

5f. Safety Section

715 Southern Railway Building

H. W. BELNAP, *Manager*
 R. S. JARIGAN, *Regional Supervisor Eastern Roads*
 HARRY J. BELL, *Regional Supervisor Western Roads*
 C. M. ANDERSON, *Regional Supervisor Southern Roads*

Chief, Bureau Safety, Interstate Commerce Commission
 Assistant to General Safety Agent, New York Central Safety Inspector, Chicago & Northwestern
 Supervisor Safety, Nashville, Chattanooga & St. Louis

FUNCTION: To supervise safety work on all railroads.

5g. Fuel Conservation Section

625 Southern Railway Building, Washington

EUGENE McALIFFE, *Manager*

MAJ. EDWARD C. SCHMIDT, *Assistant Manager*

ROBERT COLLETT, *Assistant Manager, New York*

H. C. WOODRIDGE, *Philadelphia, Regional Supervisor*
Allegheny Region

HARRY CLEWELL, *Roanoke, Regional Supervisor*
Southern Region

BERNARD J. FEENEY, *Atlanta, Regional Supervisor*
Pocahontas Region

FRANK P. KOSH, *Chicago, Regional Supervisor*
Northeastern Region

LESLIE R. PYLE, *Chicago, Regional Supervisor*
Central Western Region

J. W. HARDY, *St. Louis, Regional Supervisor*
Southwestern Region

FUNCTION: To secure information concerning the organization and methods in force on the various roads for the purchase and distribution of fuel and for fuel accounting with a view to the ultimate development of a standard type of organization and standard methods for the purchase and distribution of railroad fuel.

5h. Telegraph Section

625 Southern Railway Building

MARTIN H. CLAPP, *Manager*

Superintendent Telegraph, Northern Pacific

FUNCTION: To exercise supervision over telegraph and telephone lines belonging to railroads under federal control.

5i. Troop Movement Section

429 Homer Building

GEORGE HODGE, *Manager*

Chairman, Committee on Relations between Railroads
American Railway Association

FUNCTION: To arrange for and supervise the movement of troops with their impedimenta, routing and provision of equipment.

5k. Operating Statistics Section

603 Southern Railway Building

W. J. CUNNINGHAM, *Manager*

James J. Hill Professor of Transportation, Harvard University

JOSEPH L. WHITE, *Assistant Manager*

Statistician, Comptroller's Office, Union Pacific

FUNCTION: To standardize operating statistics; and to keep the Railroad Administration currently informed to the results of railway operations as revealed by the statistics.

5l. Marine Section

629 Southern Railway Building

W. H. PLEASANTS, *Manager*

E. J. HENRY, *Assistant*

President, Ocean Steamship Co.
Western Traffic Manager, Lehigh Valley

FUNCTION: To supervise the operation of shipping under the control of the Director General; and to coordinate all other shipping (including that on the Great Lakes) and the railroads.

51 1 Coastwise Steamship Advisory Committee

165 Broadway New York City

L. J. SPENCE, *Chairman*

E. R. RICHARDSON, *Assistant*

J. H. JENKINS

C. W. JUNGEN

G. W. DELONEY

W. H. PLEASANTS

H. H. RAYMOND

H. B. WALKER

Director Traffic, Southern Pacific

President, Merchants & Miners

Manager, Southern Pacific Steamship Line

Vice President, Southern Steamship Co.

President, Ocean Steamship Co.

President, Clyde & Mallory Lines

President and General Manager, Old Dominion Line.

FUNCTION: To supervise the operation of all coastwise lines under the control of the Railroad Administration.

5m. Federal Manager of Waterways

M. J. SANDERS, *Federal Manager, Mississippi and*
Warrior Waterways

FUNCTION: To have charge of (1) the construction and acquisition for use upon the Mississippi river between St. Louis and New Orleans and for use upon the Warrior river between the Alabama coal fields and Mobile and in connection therewith for use upon the Mississippi sound and connecting waters between Mobile and New Orleans; and of (2) the operation of such equipment upon all such waters.

5n. Freight Traffic Control Committees

Washington Committee
Southern Railway Building

E. T. WILcox, *Chairman*

O. H. HOBBS

S. H. BILLINGS

General Freight Agent, Seaboard Air Line
General Superintendent, Baltimore & Ohio
Eastern Manager, Star Union Fast Freight Line

FUNCTION: To control freight at the gateways of Potomac Yard, Hagerstown, Md., and Hampton Roads, to divert and control all freight passing through these points, and to reroute and place embargoes as in the judgment of the Committee may be necessary to avoid congestion.

Cincinnati Committee
Ingalls Building, Cincinnati

F. B. MITCHELL, *Chairman*

G. KRAUSE

B. ARNOLD

J. B. FORD

General Superintendent, Baltimore & Ohio
Assistant General Freight Agent, Cleveland, Cincinnati, Chicago & St. Louis
Superintendent of Terminals, Louisville & Nashville
General Freight Agent, Southern

FUNCTION: To control freight traffic passing Ohio river gateways at Cincinnati, O., Louisvile, Ky., Cairo, Ill., Evansville, Ind., Paducah, Ky., and Portsmouth, Va.; to study this traffic with the view of detecting and remedying any movement which are out of line or proper route; and to decide upon the extent and duration of all embargoes affecting traffic passing through these gateways.

6. Division of Traffic

1023 I. C. C. Building

EDWARD CHAMBERS, *Director*
C. B. BUXTON, *Assistant*

Vice President, Atchison, Topeka & Santa Fe
Assistant Director Transportation, U. S. Food Administration.

ROBERT C. WRIGHT, *Assistant Director for Freight*
Matters
GERRIT FORT, *Assistant Director for Passenger Mat-*
ters

Traffic Manager, Pennsylvania Railroad, Eastern Lines

Passenger Traffic Manager, Union Pacific

FUNCTION: To deal with all matters involving traffic relations between carriers and their patrons including (1) the classification of traffic; (2) the authorization in behalf of the Director General of any changes in tariff publication; i. e., the determination of charges; and (3) all commercial questions arising in connection with the transportation of passengers, freight, mail and express.

6a. Mail and Express Section
10th Floor I. C. C. Building

F. S. HOLBROOK, *Manager*

Vice President, Wells Fargo Express Co.

FUNCTION: To deal with all matters connected with the transportation of express traffic and mails.

6b. Agricultural Section
718 Eighteenth Street

J. L. EDWARDS, *Manager*

Traffic Manager, Atlanta Birmingham & Atlantic

FUNCTION: To look after the relations between the railroads and the Department of Agriculture in order to give all possible assistance to the general agricultural development of the country.

6c. Eastern Passenger Traffic Committee

C. M. BURT, *Chairman*

J. P. ANDERSON

R. H. WALLACE

J. W. DALY

J. D. MCNAMARA

C. L. HUNTER, *Secretary*

General Passenger Agent, Boston & Maine
General Passenger Agent, Pennsylvania Eastern Lines
General Passenger Agent, Erie
Passenger Traffic Manager, Pittsburgh & Lake Erie
Passenger Traffic Manager, Wabash
Vice Chairman, Trunk Line Association

FUNCTION: To have charge under the Director of the Division of Traffic of all passenger traffic matters in official classification territory.

6d. Southern Passenger Traffic Committee

W. J. CRAIG, *Chairman*

S. G. HATCH

W. A. RUSSELL

Passenger Traffic Manager, Atlantic Coast Line
Passenger Traffic Manager, Illinois Central
Passenger Traffic Manager, Louisville & Nashville

FUNCTION: To have charge under the Director of the Division of Traffic of all passenger traffic matters in southern classification territory.

6e. Western Passenger Traffic Committee

P. S. EUSTIS, *Chairman*

A. HULTON

W. J. BLACK

L. M. ALLEN

CHARLES S. FEE

Passenger Traffic Manager, Chicago, Burlington & Quincy
Passenger Traffic Manager, St. Louis & San Francisco
Passenger Traffic Manager, Atchison, Topeka & Santa Fe
Passenger Traffic Manager, Chicago, Rock Island & Pacific
Passenger Traffic Manager, Southern Pacific

FUNCTION: To have charge under the Director of the Division of Traffic of all passenger traffic matters in western classification territory.

6f. Ticket Standardization Committee

O. P. McCARTHY

Traffic Manager, Baltimore & Ohio

FUNCTION: To devise an interchangeable ticket and recommend one standard passenger ticket for all roads and destinations

6g. Advertising Committee

A. L. CRAIG, *Chairman*

General Passenger Agent, Chicago & Great Western

FUNCTION: To formulate regulations respecting advertising by railroads under federal control.

6h. Inland Traffic Managers

Representing the Director General in Government Departments

H. M. ADAMS, *Chief Inland Traffic Service, War Department*

Vice President, Missouri Pacific

H. P. ANEWALT, *Manager Inland Traffic, Navy Department*

General Freight Agent, Atchison, Topeka & Santa Fe
Assistant General Traffic Manager, Erie

D. L. GRAY, *Manager Inland Traffic, Shipping Board*

Vice President, Chicago, Burlington & Quincy

C. E. SVENS, *Manager Inland Traffic, Food Administration*

Vice President, Chesapeake & Ohio

F. M. WHITTAKER, *Manager Inland Traffic, Fuel Administration*

Traffic Manager, St. Louis & San Francisco

J. A. MIDDLETON, *Manager Inland Traffic, Petroleum Section, Fuel Administration*

Vice President, Southern

T. C. POWELL, *Manager Inland Traffic, War Industries Board*

FUNCTION: To coordinate the inland traffic activities of the various Government departments under the supervision of the Director of Traffic.

6i. Committee on Consolidated Classification

R. M. COLLYER

Chairman, Official Classification Committee

R. C. FIFE

Chairman, Western Classification Committee

J. F. CROSSLAND

Chairman, Southern Classification Committee

J. C. COLOUTT

Interstate Commerce Commission

FUNCTION: To consider all proposals received from various sections of the country suggesting changes in rules, descriptions, minimums or other uniform matter arising in the three classification territories; to pass on their adaptability for uniform treatment; and to report to the Director General recommending proposed changes.

Freight Traffic Committees

The Division of Traffic and the Division of Public Service & Accounting acting jointly have appointed three general committees and twenty-five district committees to consider freight traffic matters of carriers under federal control, report the facts to Washington and recommend action as to all such matters as are subject to publication in lawful tariffs. Each committee includes either two railroad traffic officers and one representative of the shipping public, or three railroad traffic officers and two representatives of the shipping public.

The three general committees have jurisdiction respectively over official, southern and western classification territories and over the several district committees. The district committees are authorized to investigate (1) freight traffic matters brought to their attention; (2) Those sent to them by general committees or from Washington; and (3) such matters as in their opinion require investigation and recommendation; and to report to the general committees unless otherwise instructed in particular instances.

6k. Eastern Freight Traffic Committee

143 Liberty Street, New York City

B. CAMPBELL, *Chairman*

Vice President, New York, New Haven & Hartford
Assistant Freight Traffic Manager, Pennsylvania Eastern Lines

E. P. BATES

Vice President, Wabash
Merchants Association of New York

W. C. MAXWELL

Cincinnati Chamber of Commerce

J. C. LINCOLN

G. M. FRER

C. C. McCAIN, *Secretary*

6l. District Freight Traffic Committees—Eastern Territory
New England District

G. H. EATON, *Chairman, Boston*

Boston & Maine

R. VAN UMMERSON, *Boston*

Boston & Albany

W. H. CHANDLER, *Boston*

Boston Chamber of Commerce

New York District

H. C. BURNETT, *Chairman, New York*
 H. R. LEWIS, *Pittsburgh*
 CHARLES J. ALSTIN, *New York*
 Lehigh Valley
 Baltimore & Ohio
 New York Produce Exchange

Philadelphia District

J. L. EYSMAN, *Chairman, Philadelphia*
 D. G. GRAY, *Baltimore*
 GEORGE P. WILSON, *Philadelphia*
 Pennsylvania Eastern Lines
 Western Maryland
 Philadelphia Chamber of Commerce

Buffalo District

E. H. CROLY, *Chairman, Buffalo*
 I. W. GANTZ, *Buffalo*
 J. E. WILSON, *Buffalo*
 New York Central
 Grand Trunk
 c/o Larkin & Co.

Pittsburgh District

M. S. CONNELLY, *Chairman, Pittsburgh*
 J. B. NESSLE, *Pittsburgh*
 D. O. MOORE, *Pittsburgh*
 Pittsburgh, Cincinnati, Chicago & St. Louis
 Pittsburgh & Lake Erie
 Chamber of Commerce of Pittsburgh

Detroit District

H. R. GRISWOLD, *Chairman, Grand Rapids*
 P. G. FINDLAY, *Detroit*
 H. G. WILSON, *Toledo*
 Grand Rapids of Indiana
 Michigan Central
 Traffic Bureau, Toledo Commerce Club

Cincinnati District

C. L. THOMAS, *Chairman, Cincinnati*
 W. T. STEVENSON, *Cincinnati*
 W. S. GROOM, *Cincinnati*
 Baltimore & Ohio
 Cleveland, Cincinnati, Chicago & St. Louis
 Whittaker Paper Co.

Chicago Eastern District

C. J. BRISTER, *Chairman, Chicago*
 O. A. CONSTANZI, *Chicago*
 C. S. BATHER, *Rockford, Ill.*
 Cleveland, Cincinnati, Chicago & St. Louis
 Baltimore & Ohio
 Rockford Manufacturers & Shippers Association

East St. Louis District

C. H. STINSON, *Chairman, St. Louis*
 C. B. SUDBOROUGH, *St. Louis*
 P. M. HANSON, *East St. Louis*
 Wabash
 Pittsburgh, Cincinnati, Chicago & St. Louis
 East Side Manufacturers Association

Richmond District

(Appointed Jointly for Eastern & Southern Territories)
 G. S. RAINS, *Chairman, Appointed*
 E. D. HOPKINS, *Richmond*
 E. S. GOODMAN, *Richmond*
 Seaboard Air Line
 Chesapeake & Ohio
 Richmond Chamber of Commerce

61. Southern Freight Traffic Committee

RANDALL CLIFFTON, *Chairman*
 N. B. WRIGHT
 JOSEPH HATTEN DORF
 H. T. MOORE
 J. S. DAVANT
 L. E. CHALENOI, *Secretary*
 Walton Building, Atlanta, Ga.
 Freight Traffic Manager, Southern
 Freight Traffic Manager, Central of Georgia
 General Freight Agent, Illinois Central
 Atlanta Freight Bureau
 Memphis Freight Bureau

61st. District Freight Traffic Committees—Southern Territory**Richmond District**

(Appointed Jointly for Eastern & Southern Territories)
 G. S. RAINS, *Chairman*
 E. D. HOPKINS, *Richmond*
 E. S. GOODMAN, *Richmond*
 Seaboard Air Line
 Chesapeake & Ohio
 Richmond Chamber of Commerce

Louisville District

J. M. DEWBERRY, *Chairman, Louisville, Ky.*
 J. M. DENYVEN, *St. Louis*
 C. B. STAFFORD, *Louisville*
 Louisville & Nashville
 Mobile & Ohio
 Louisville Board of Trade

Atlanta District

E. R. OLIVER, *Chairman, Atlanta, Ga.*
 C. B. KEALHOFER, *Atlanta*
 S. E. SPIVEY, *Columbus, Ga.*
 Southern
 Birmingham & Atlantic
 Chamber of Commerce of Columbus

Birmingham District

E. A. DEFUNIAK, *Chairman, Montgomery, Ala.*
 T. D. GEOGHEGAN, *Mobile*
 O. L. BUNN, *Birmingham*
 Louisville & Nashville
 Mobile & Northern
 Birmingham Traffic Association

Jacksonville District

J. F. MEAD, *Chairman, Jacksonville, Fla.*
 F. D. MCCONNELL, *Savannah, Ga.*
 W. D. NELSON, *Jacksonville*
 Atlantic Coast Line
 Central of Georgia
 Jacksonville Chamber of Commerce

New Orleans Southern District

R. C. PERKINS, *Chairman, New Orleans*
 J. B. BANNON, *New Orleans*
 B. F. MARTIN, *Natchez, Miss.*
 Illinois Central
 Southern
 Natchez Chamber of Commerce

6m. Western Freight Traffic Committee**Transportation Building, Chicago**

A. C. JOHNSON, *Chairman*
 F. B. HOUGHTON
 S. H. JOHNSON
 H. C. BARLOW
 SETH MANN
 E. B. BOYD, *Secretary*
 General Traffic Manager, Chicago & Northwestern
 Freight Traffic Manager, Atchison Topeka & Santa Fe
 Freight Traffic Manager, Chicago Rock Island &
 Pacific
 Freight Claim Agent, Erie

Chairman Western Trunk Line Committee

6m1. District Freight Traffic Committees—Western Territory**Chicago Western District**

E. P. EYMAN, *Chairman, Chicago*
 H. E. PIERPOINT, *Chicago*
 S. G. LUTZ, *Chicago*
 J. S. BROWN, *Chicago*
 H. F. SUNDBERG, *Cedar Rapids, Iowa*
 Chicago Northwestern
 Chicago, Milwaukee & St. Paul
 Chicago & Alton
 Board of Trade of the City of Chicago
 Commercial Club, Traffic Bureau of Cedar Rapids

St. Louis District

J. L. WEST, *Chairman, Dallas*
 J. E. JOHANSON, *St. Louis*
 P. W. COYLE, *St. Louis*
 Missouri, Kansas & Texas
 Southwestern Tariff Committee
 St. Louis Chamber of Commerce

New Orleans Western District

J. B. PAYNE, *Chairman, New Orleans*
 C. S. FAY, *New Orleans*
 CARL GIESSOW, *New Orleans*
 Texas & Pacific
 Morgan's Louisiana & Texas
 New Orleans Joint Traffic Bureau

St. Paul District

H. M. PEARCE, *Chairman, Minneapolis*
 HENRY BLAKELEY, *Minneapolis*
 W. P. TRICKETT, *Minneapolis*
 Chicago, St. Paul, Milwaukee & Omaha
 Northern Pacific
 Minneapolis Traffic Association

Kansas City District

D. R. LINCOLN, *Chairman, St. Louis*
 J. R. KOONTZ, *Treasurer*
 R. D. SANGSTER, *Kansas City*

Missouri Pacific
 Atchison, Topeka & Santa Fe
 Chamber of Commerce of Kansas City

Dallas District

GENTRY WALD, *Chairman, Houston, Tex.*
 F. KOCH, *St. Louis*
 G. S. MAXWELL, *Dallas*

Galveston, Harrisburg & San Antonio
 Southwestern Tariff Committee
 Chamber of Commerce & Manufacturers Assn.

Denver District

FRED WILD, JR., *Chairman, Denver*
 H. A. JOHNSON, *Denver*
 F. W. MAXWELL, *Denver*

Denver & Rio Grande
 Colorado & Southern
 Denver Transportation Bureau

Portland District

F. W. ROBINSON, *Chairman, Portland, Ore.*
 W. D. SKINNER, *Portland*
 F. D. BURROUGHS, *Seattle*
 J. H. LOTHROP, *Portland*
 J. B. CAMPBELL, *Spokane*

Union Pacific
 Portland & Seattle
 Chicago, Milwaukee & St. Paul
 Portland Traffic & Transportation Assn.
 Spokane Mercantile Association

San Francisco District

W. G. BARNWEIL, *Chairman, San Francisco*
 G. W. LUCE, *San Francisco*
 H. K. FAYE, *San Francisco*
 H. E. STOCKER, *San Francisco*
 S. H. LOVE, *San Jose City*

Atchison, Topeka & Santa Fe
 Southern Pacific
 Western Pacific
 San Francisco Chamber of Commerce
 Zion Cooperative Association

7. Division of Capital Expenditures

603 I. C. C. Building

ROBERT S. LOVE, *Director*
 E. E. ADAMS, *Engineering Assistant*
 F. W. SERCONBI, *Accounting Assistant*

Chairman, Executive Committee, Union Pacific
 Consulting Engineer, Union Pacific
 Assistant Comptroller, Union Pacific

FUNCTION: To receive and pass upon the reports made by the railroads as to their budgets of necessary expenditures for improvements, and to exercise supervision over capital expenditures.

8. Division of Labor

606 I. C. C. Building

W. S. CARTER, *Director*

President, Brotherhood of Locomotive Firemen and Enginemen

J. S. FRANKLIN, *Assistant*

President, Brotherhood of Boiler Makers, Iron Ship Builders and Helpers

G. W. W. HANGER, *Assistant Director*

Assistant Commissioner, U. S. Board of Mediation & Conciliation

WILLIAM BLACKFURN, *Representative*

Director of Labor, U. S. Shipping Board

JOHN A. MOFFITT, *Representative*

Conciliator, U. S. Department of Labor

ANTHONY M. BANKS, *Representative*

Safety Appliance Inspector, Interstate Commerce Commission

FUNCTION: To deal with problems of railway wages and conditions of employment, and to aid in bringing about a better understanding between railroad officers and employees.

8a. Railway Board of Adjustment Number 1

733 Southern Railway Building

CHARLES P. NIELL, *Chairman*
 W. M. CLARK
 E. T. WHITER

JOHN G. WALBER
 J. W. HIGGINS
 F. A. BURGESS

ALBERT PHILLIPS
 W. M. DOAK

FUNCTION: To deal with controversies between the railroads and the organizations of train service employees growing out of the interpretation or application of the provisions of wage schedules or agreements.

8b. Railway Board of Adjustment Number 2

702 Southern Railway Building

E. F. POTTER, *Chairman*

F. J. McNULTY, *Vice Chairman*
 A. C. ADAMS

H. J. CARR
 OTTO E. HOARD
 F. H. KNIGHT
 W. S. MURKIN
 W. H. PENRITH
 GEORGE W. PRING

E. A. SWEELY
 R. J. TURNBULL
 G. C. VANDORNES

FUNCTION: To deal with controversies between the railroads and the organization of shop employees growing out of the interpretation or application of the provisions of wage schedules or agreements.

9. Division of Public Service and Accounting

1114 I. C. C. Building

CHARLES A. PROUTY, *Director*
 LUTHER M. WALTER, *Assistant*
 J. W. ROBERTS, *Auditor*

Director Valuation, Interstate Commerce Commission
 Auditor, Bureau Valuation, Interstate Commerce Commission

FUNCTION: To supervise inventories of the railroad properties of which the government has control, together with receipts and expenditures of their operations, and to deal with all questions raised by any portion of the public as to the adequacy of the service rendered shippers and consignees.

Accounting Committee

I. C. C. Building

A. H. PLANT, *Chairman*
 C. B. SEGER
 A. D. McDONALD
 R. A. WHITE

Comptroller, Southern
 Vice President and Comptroller, Union Pacific
 Vice President and Comptroller, Southern Pacific
 General Auditor, New York Central

9a. Accounting Committee

I. C. C. Building

A. H. PLANT, *C. airman*
 C. B. SEGER
 A. D. McDONALD
 FRANK NAY
 J. J. EKIN
 R. A. WHITE
 W. E. BAILEY
 J. B. SCOTT, *Ex officio*

Comptroller, Southern
 Vice President & Comptroller, Union Pacific
 Vice President & Comptroller, Southern Pacific
 Comptroller, Chicago, Rock Island & Pacific
 General Auditor, Baltimore & Ohio
 General Auditor, New York Central
 General Auditor, Atchison, Topeka & Santa Fe
 Comptroller, Wabash, and Treasurer, U. S. Railroad
 Administration

FUNCTION: To advise the Director of Public Service and Accounting with respect to technical matters of accounting procedure.

9b. Auditing Section

1124 18th Street

J. W. ROBERTS, *A uditor*

District Accountant, Interstate Commerce Commission

FUNCTION: To care for receipts and disbursements of all monies (a) appropriated to the Railroad Administration by Congress, (b) placed in the revolving fund or (c) remitted by the treasurers of the several carriers on call of the Director General.

9c. Traffic Section

11th Floor I. C. C. Building

GEORGE T. ATKINS, Jr., *M anager*

Traffic Manager, Shreveport Chamber of Commerce

FUNCTION: To represent shippers in the Traffic Division of the Railroad Administration.

9d Short Line Section

11th Floor I. C. C. Building

E. C. NILES, *M anager*

President, National Association of Railway Commissioners

FUNCTION: To see that short line roads not under government control receive a proper allotment of cars, a fair proportion of business, and a fair division of joint rates.

10. Actuary to the Railroad Administration

1005 I. C. C. Building

THEODORE H. PRICE, *A ctuary*

Banker, New York City

FUNCTION: To compile and analyze statistics and make reports concerning various economic problems connected with the functions of the Railroad Administration referred to him by the Director General or by members of the staff. Also to direct the work of the Bureau for Suggestions and Complaints, to which the public have been invited to address letters criticizing or commending the service rendered by the railroads, or containing suggestions for the improvement of this service.

Regional Administration

Regional Groups of Railroads

For purposes of operation the Director General has classified the railroads of the United States in 7 regional groups, as follows:—

EASTERN RAILROADS: The railroads in that portion of the United States North of the Ohio and Potomac rivers and East of Lake Michigan and the Indiana-Illinois state line (excepting those railroads which are classified as Allegheny railroads and Pocahontas line); and also those railroads in Illinois extending into that state from points East of the Indiana-Illinois state line. The railroads of New England are grouped in the *New England sub-district* and the railroads of central and southern Ohio-Indiana in the *Ohio-Indiana sub-district*.

ALLEGHENY RAILROADS: The principal railroads of Pennsylvania, New Jersey, Delaware and Maryland, including the Pennsylvania lines East of Pittsburgh, the Baltimore and Ohio East of Pittsburgh, the Reading, and others.

POCAHONTAS RAILROADS: The principal railroads of Virginia and West Virginia, including the Chesapeake and Ohio West of Louisville, Kentucky, Columbus, O., and Cincinnati, O.; the Norfolk and Western and the Virginian, and the terminals and harbor facilities of all lines reaching Hampton Roads.

SOUTHERN RAILROADS: The railroads in that portion of the United States South of the Ohio and Potomac rivers, and East of the Mississippi river except the Chesapeake & Ohio, Norfolk and Western, and Virginian railroads; and also those railroads in Illinois and Indiana extending into those states from points South of the Ohio river.

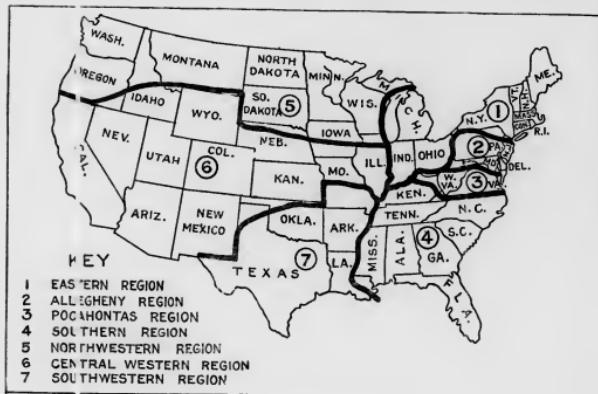
NORTHWESTERN RAILROADS: The railroads in the Northern part of the territory between Chicago and the North Pacific coast, including the Chicago and Northwestern, the Chicago, Milwaukee and St. Paul, the Great Northern, the Northern Pacific and others. The railroads reaching the Pacific coast in the western part of this region are grouped in the *Puget Sound sub-district*.

CENTRAL WESTERN RAILROADS: The railroads in the central part of the territory between Chicago and the Pacific coast, including the Atchison, Topeka and Santa Fe, the Chicago, Rock Island and Pacific (in part), the Chicago, Burlington and Quincy, the Southern Pacific lines (in part), the Union Pacific, the Denver and Rio Grande, and others. The railroads reaching the Pacific coast in the western part of this region are grouped in the *Pacific coast sub-district*.

SOUTHWESTERN RAILROADS: The railroads running from St. Louis to the southwest including the Missouri Pacific, the Missouri, Kansas and Texas, the Rock Island (in part), the Frisco, and others. The railroads in the state of Texas are grouped in the *Texas sub-district*.

A complete list of the railroads included in each regional and district group is given below under heading "Federal Managers".

The approximate boundaries of each region and district are shown in the accompanying regional map.



Organization

The Regional Administration for each of the seven regions includes: (1) a regional director appointed by the Director General to operate all of the railroads under government control in that region; (2) a general staff appointed by the regional director to assist him in his work; (3) a district director to supervise the railroads in each sub-district; (4) a federal manager for each trunk system (including the smaller lines physically connected with it); and (5) a general manager for each individual road.

Functions of Regional Directors

In his instructions to regional directors issued on February 4, 1918, the Director General defined their functions as follows:

"Broadly speaking I wish to give you power to direct railroad operations in your territory so as to handle traffic with the least congestion, the highest efficiency and the greatest expedition. * * I have put upon you responsibility for the entire operating situation."

There are several matters involving broad questions of public policy concerning which I wish you to make careful studies and report to me your recommendations.

(1) To what extent, if at all, should additional passenger service be discontinued in order to save coal, labor, locomotives and shop capacity for freight service?

(2) I wish you also to make careful study of the extent to which (a) freight solicitation should be discontinued or diminished and freight and passenger agencies, freight offices, ticket offices, etc., discontinued or consolidated; b) the extent to which traffic officials soliciting or otherwise should be transferred to other service and to what other service they should be assigned; and (c) the extent to which, if at all, any portion of these forces should be released from service.

(3) I wish you also to make a study of (a) the extent to which duplications of service can be avoided both passenger and freight; (b) the extent to which fast freight service can be discontinued or slowed down; (c) the extent to which less-than-carload service can be consolidated or diminished; with reasonable consideration for public convenience.

(4) I would like to have your views as to the extent the making of purchases can be unified either for the entire country or for the separate regions or for parts thereof, accompanying it with a statement of the advantages which you think would result.

REDUCTION

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PRECISIONSM RESOLUTION TARGETS



A&P International
1000 John Road, St. Paul, MN 55111-8470
(651) 820-9441 FAX (651) 828-1496

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ORGANIZATION OF WAR TRANSPORTATION CONTROL

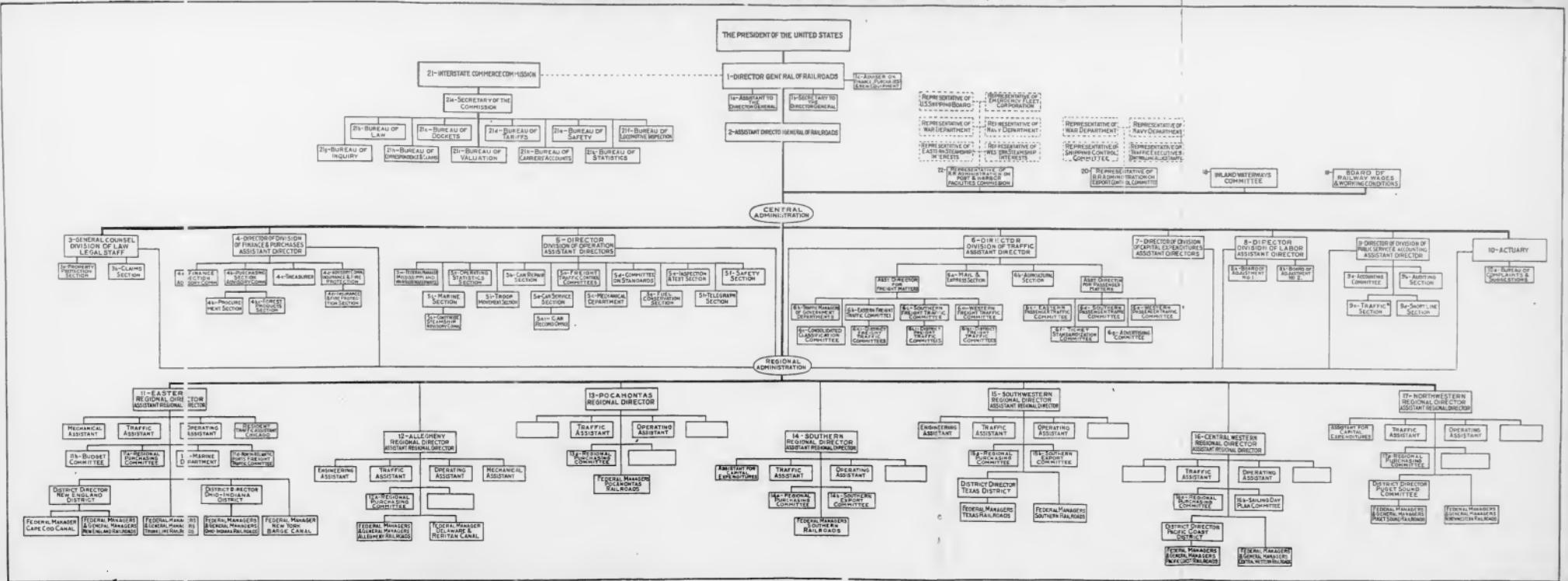


Chart and accompanying text prepared for the Chairman of the War Transportation Control Committee of the War Resources Board of the United States of America by Robert H. Morrison, Secretary of the Committee
Revised to August 22, 1942.

REDUCTION

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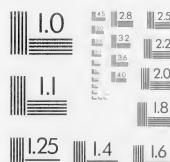
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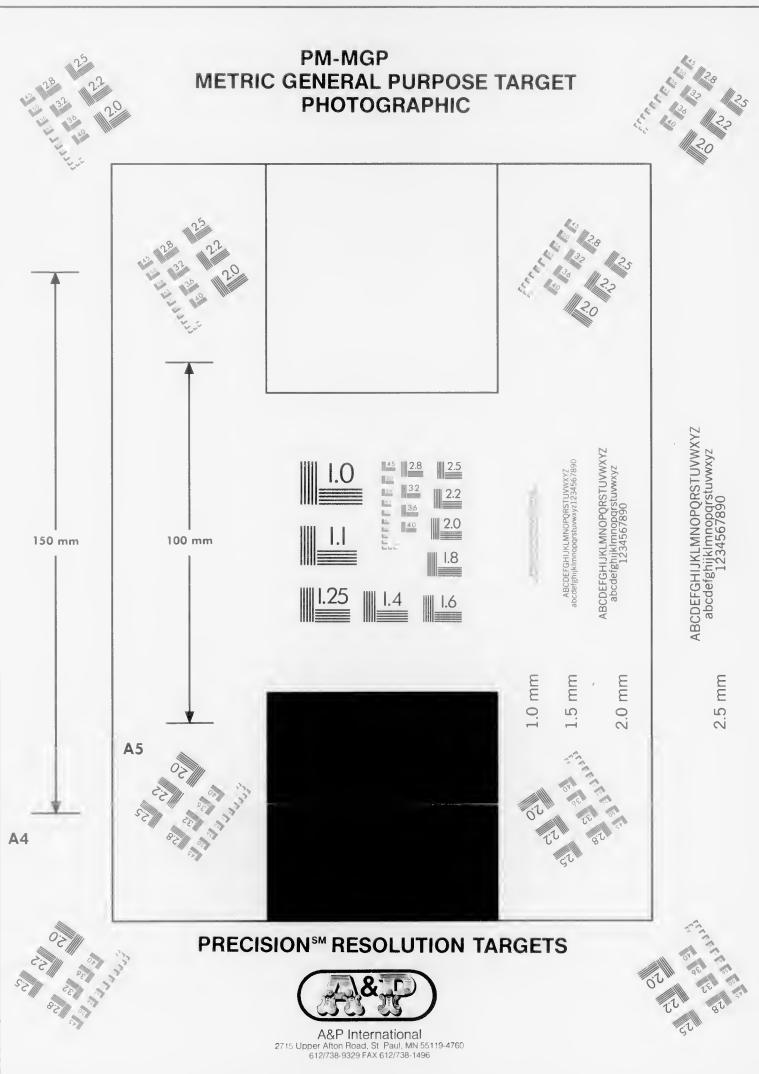
PM-MGP METRIC GENERAL PURPOSE TARGET PHOTOGRAPHIC

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ORGANIZATION OF WAR TRANSPORTATION CONTR

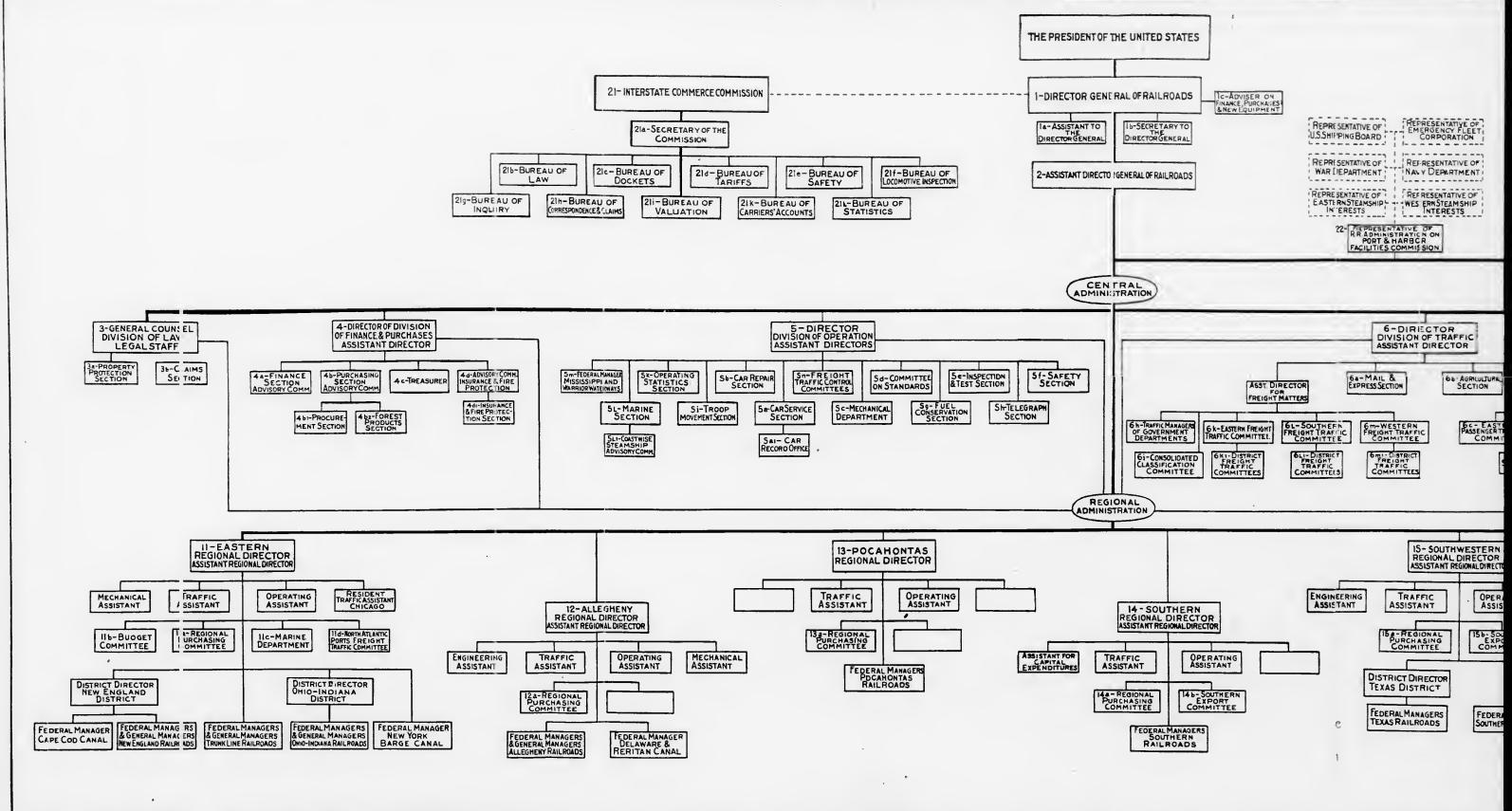
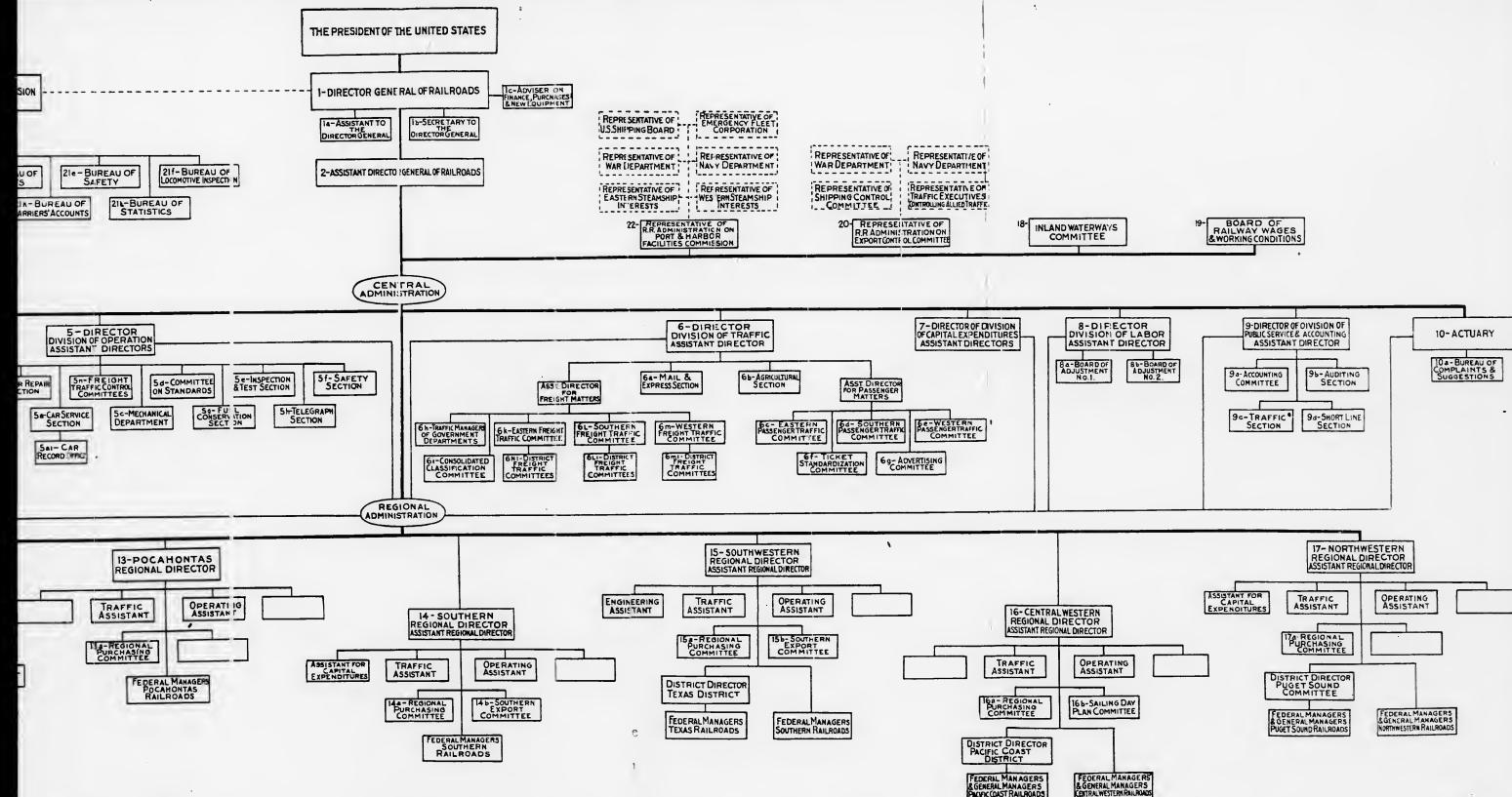


Chart and accompanying text prepared for the Railroad Committee of the Chamber of Commerce of the United States of America by Richard Waterman, Secretary of the Committee.
Revised to August 10, 1918.

ORGANIZATION OF WAR TRANSPORTATION CONTROL



(5) I would also like to have your report on the extent to which standardization may be effected in your region on the railroads in your territory (a) with respect to locomotives—the various types which will be required to effect the best standardization; and (b) freight cars, open and box cars, and the various types which will be best adapted for use in your territory. Your recommendation should be made in reference to the same standards throughout the United States except so far as local conditions can make specific types or designs desirable to meet the peculiarities of such local conditions.

(6) In general I shall be glad to have you make a study of the extent to which various classes of operating expenses can be curtailed or eliminated on account of present conditions of government possession and control.

(7) In dealing with this whole subject it is of course important for you to view the matter and to get the various railroad executives of railroads in your jurisdiction to view the matter from the entirely new standpoint that all the railroads now constitute a single system to be operated so as to secure the maximum of transportation with the minimum of waste; and that the fact that a readjustment will mean that a particular railroad "will lose certain sorts of traffic must be disregarded as it is not a sufficient reason why the readjustment should not be made if in other respects it is in the public interest."

Functions of General Staff

The general staff appointed by each regional director to assist him in his work usually includes the following:

TRAFFIC ASSISTANT: To aid the regional director in the administration of the traffic departments of all roads included in his region; and to advise and cooperate with general traffic committees and district traffic committees having jurisdiction over the territory included in this region.

OPERATING ASSISTANT: To aid the regional director in the administration of the operating departments of all roads included in his region.

MECHANICAL ASSISTANT: To aid the regional director in the administration of the motive power departments of all roads included in his region.

ENGINEERING ASSISTANT or ASSISTANT FOR CAPITAL EXPENDITURES: To advise with the regional director in regard to the feasibility and cost of proposed additions and improvements involving capital expenditures.

11. Eastern Region

Grand Central Terminal, New York City

ALFRED H. SMITH, *Regional Director*

H. W. BURNHAM, *Secretary*

A. T. HARDIN, *Assistant Regional Director*

A. J. STONE, *Operating Assistant*

FRANCIS LA BAU, *Traffic Assistant*

G. H. INGALLS, *Resident Traffic Assistant, Chicago*

H. L. INGERSOLL, *Mechanical Assistant*

President, New York Central

Vice President, New York Central

Vice President, Erie

Traffic Manager, New York Central

Traffic Manager, New York Central west of Buffalo.

Assistant to President, New York Central

FUNCTION: To direct the operation of all railroads included in the Eastern Region.

11a. Regional Purchasing Committee

S. B. WIGHT, *Chairman*

A. W. MUNSTER

W. G. PHELPS

General Purchasing Agent, Michigan Central

Purchasing Agent, Boston & Maine

Purchasing Agent, Pennsylvania western lines

FUNCTION: To standardize and consolidate purchases of every kind that may admit of such treatment, and to submit to other regional committees and to the director of purchases in Washington as information and for criticism full statistics as to cost prices of materials used in railroad operation so that these prices can be carefully compared and checked.

11b. Budget Committee

New York City

FRANCIS LEE STUART, *Chairman*
 A. T. HARDIN
 A. C. SHAND
 H. A. LANE

Consulting Engineer
 Vice President, New York Central
 Chief Engineer, Pennsylvania
 Assistant Engineer of Surveys, Baltimore & Ohio

FUNCTION: To study the plans for additions and betterments (including equipment) and for road extensions proposed by railroads in the Eastern Region, and to report from time to time on the need for additional facilities.

11c. Marine Department

W. G. POLLACK, *Deputy Marine Director, New York Harbor*
 G. A. TOMLINSON, *Federal Manager, New York and New Jersey Canals*
 A. K. MORRIS, *Director, Tide Water Coal Traffic*

FUNCTION: To coordinate the work of the Marine Section of the United States Railroad Administration with related activities of the United States Fuel Administration and of the port authorities of New York Harbor.

11d. North Atlantic Ports Freight Traffic Committee

141 Broadway, New York City

GEORGE D. COEDEN, *Chairman*
 FRANCIS L. BAU, *Vice Chairman*
 RICHARD V. UMMERSON
 ROBERT L. RISSELL
 ARCHIBALD FRIES

ELMORE D. FOTCHKISS
 JOSEPH R. RUFFIN

Freight Traffic Manager, Pennsylvania eastern lines
 Traffic Manager, New York Central
 General Freight Agent, Boston & Albany
 General Freight Agent, Philadelphia & Reading
 Assistant General Freight Traffic Manager, Baltimore & Ohio
 Freight Traffic Manager, Chesapeake & Ohio
 Freight Traffic Manager, Norfolk & Western

FUNCTION: To control carload domestic freight (except freight consigned to an officer of the United States government) for coastwise vessels via the ports of New York, Philadelphia and Baltimore; to make effective when necessary embargoes issued by the several lines reaching those ports; and when conditions warrant to issue railroad shipping permits as exceptions to en-barges

Baltimore Domestic Division

E. S. KING, *Chairman*
 S. F. STACKOLE
 W. A. SHROPSHIRE

FUNCTION: To control the movement of domestic freight into the port of Baltimore.

Philadelphia Domestic Division

R. R. BYLDEBURGH, *Chairman*
 W. D. CORFIELD
 W. F. RICHARDSON

FUNCTION: To control the movement of domestic freight into the port of Philadelphia.

Federal Managers Trunk Line District

F. H. ALFRIED, Detroit, Chicago, Detroit & Canada Grand Trunk Junction, Detroit, Grand Haven & Milwaukee, Grand Trunk Western
 E. D. BROWN, Detroit, Michigan Central; Chicago, Kalgoorlie & Saginaw
 P. E. CROWLEY, New York, New York Central; Lake Erie & Pittsburgh
 A. J. STONE, New York, Erie; Chicago & Erie; New York, Susquehanna & Western

President and General Manager, Pere Marquette
 Vice President and General Manager, Michigan Central
 Vice President, New York Central
 Operating Vice President, Erie

General Managers Trunk Line District

J. J. BERNET, Cleveland, New York, Chicago & St. Louis

F. L. BLENDINGER, New York, Lehigh Valley
 E. F. BLOMEYER, Toledo, Ann Arbor
 T. F. BRENNAN, Rochester, Buffalo, Rochester & Pittsburgh
 A. M. DARLOW, Buffalo, Buffalo & Susquehanna

F. P. GUTELIUS, New York, Delaware & Hudson

J. D. HAWKS, Detroit, Detroit & Mackinac

D. C. MORGAN, Kittanning, Pa., Pittsburgh and Shawmut

A. B. NEWELL, Toledo, Toledo Terminal Railroad
 J. H. NUERLE, Middletown, N. Y., New York, Ontario & Western

RICHARD O'SULLIVAN, Kingston, N. Y., Ulster and Delaware

E. M. RINE, New York, Delaware, Lackawanna & Western

MORRIS RUTHERFORD, Warwick, N. Y., Lehigh & Hudson River

R. E. TAUSIG, Wabash, west of St. Louis

H. E. WHITTENBERGER, Chicago, Grand Trunk, Western, Chicago, Detroit & Canada Grand Trunk Junction, Detroit, Grand Haven & Milwaukee

R. H. WILBUR, Philadelphia, Lehigh & New England

President and General Manager, New York, Chicago & St. Louis

Vice President, Lehigh Valley
 Vice President and General Manager, Ann Arbor
 Vice President, Buffalo, Rochester & Pittsburgh

Assistant to President and Superintendent of Motive Power, Buffalo & Susquehanna
 Vice President, Troy Union Railroad Company & Delaware & Hudson

Vice President and General Manager, Detroit & Mackinac

Vice President, Pittsburgh & Shawmut

President and General Manager, Toledo Terminal General Superintendent, New York, Ontario & Western

Superintendent, Ulster & Delaware

Vice President and General Manager, Delaware, Lackawanna & Western

Vice President and General Manager, Lehigh & Hudson River

Vice President, Wabash General Superintendent, Grand Trunk Railway System

Vice President and General Manager, Lehigh & New England

New England District

J. H. HUSTIS, Boston, District Director

P. R. TODD, Bangor, Assistant District Director

Temporary Receiver, Boston & Maine
 President, Bangor and Aroostook

Federal Managers

H. M. BISCOE, Boston and Albany

E. J. PEARSON, New Haven, New York, New Haven & Hartford Central New England

B. R. POLLOCK, Boston, Boston & Maine

Vice President, Boston and Albany

President, New York, New Haven & Hartford

General Manager, Boston & Maine

General Managers

L. G. COLEMAN, Portland, Me., Grand Trunk Railway in New England, Atlantic & St. Lawrence

D. C. DOUGLASS, Portland, Maine Central
 G. T. JARVIS, Rutland, Vt., Rutland Railroad

P. R. TODD, Bangor, Maine, Bangor & Aroostook
 J. W. WARDLAW, St. Albans, Vt., Central Vermont

Superintendent, Ottawa Division, Grand Trunk System

General Manager, Maine Central
 Vice President and General Manager, Rutland Railroad

President, Bangor & Aroostook
 Assistant to President, Central Vermont

Ohio-Indiana District

H. A. WORCESTER, Cincinnati, District Director

Vice President and General Manager, Cleveland, Cincinnati, Chicago, & St. Louis

Federal Managers

E. M. COSTRIS, Indianapolis, Cleveland, Cincinnati, Chicago & St. Louis, Cincinnati Northern, Chesapeake & Ohio, Indiana, Central Indiana.
 C. W. GALLAWAY, Cincinnati, Baltimore & Ohio west of Pittsburgh & Pittsburgh
 G. L. PECK, Pittsburgh, Pennsylvania lines west of Erie & Pittsburgh

General Superintendent, Cleveland, Cincinnati, Chicago & St. Louis
 General Manager, Baltimore & Ohio, western lines
 Vice President, Pennsylvania western lines

General Managers

H. A. BOONER, Indianapolis, Lake Erie & Western
 M. S. CONNORS, Columbus, Hocking Valley
 G. J. DERNYHIRE, Peru, Ind., Chesapeake & Ohio of Indiana
 J. A. GORDON, Detroit, Toledo & Ironton
 J. P. MAIN, Detroit, Detroit & Toledo Shore Line
 H. C. MAY, Lafayette, Ind., Chicago, Indianapolis and Louisville
 H. W. MCMASTER, Cleveland, Wheeling & Lake Erie
 F. B. SHIELD, Toledo & Ohio Central, Kanawha and Michigan
 B. C. STEVENSON, Toledo, Toledo, St. Louis & Western
 W. B. WOOD, Grand Rapids, Mich., Grand Rapids and Indiana
 B. A. WORTINGTON, Indianapolis, Cincinnati, Indianapolis & Western

General Manager, Lake Erie & Western
 General Manager, Hocking Valley
 Division Superintendent, Chesapeake & Ohio at Peru

General Manager, Detroit, Toledo & Ironton
 General Manager, Detroit & Toledo Shore Line
 Superintendent of Motor Power, Chicago, Indianapolis and Louisville
 Vice President and General Manager, Wheeling & Lake Erie
 Vice President, Toledo & Ohio Central

General Traffic Manager, Toledo, St. Louis & Western
 General Manager, Grand Rapids & Indiana
 President, Cincinnati, Indianapolis & Western

12. Allegheny Region

Philadelphia

C. H. MARKHAM, *Regional Director*
 M. P. BLAUVELT, *Assistant Regional Director*
 L. W. BALDWIN, *Operating Assistant*
 C. R. CAPPS, *Traffic Assistant*
 J. T. CARROL, *Mechanical Assistant*
 E. B. TEMPEL, *Engineering Assistant*

FUNCTION: To direct the operation of all railroads included in the Allegheny Region.

12a. Regional Purchasing Committee

E. H. BANFIELD, *Chairman*
 JOHN D. LANDIS

FUNCTION: (See Eastern Region)

Federal Managers

C. H. EWING, Philadelphia, Central Railroad of New Jersey, Philadelphia & Reading, Atlantic City & Elizabethtown, Philadelphia, Pennsylvania (east of Erie) & Pittsburgh, including terminals at Pittsburgh, New York, Philadelphia & Norfolk, West Jersey & Seashore
 RALPH PETERS, New York, Long Island
 A. W. THOMPSON, Baltimore, Baltimore & Ohio (east of Ind. and including Parkersburg, and Pittsburgh), Cumberland Valley, Coal & Coke, Western Maryland

Vice President, Philadelphia & Reading
 General Manager, Pennsylvania eastern lines

President, Long Island
 Vice President, Baltimore & Ohio

General Managers

KENYON B. CONGER, New York, Hudson & Manhattan
 E. H. UTLEY, Pittsburgh, Bessemer & Lake Erie
 J. B. YOHE, Pittsburgh, Pittsburgh & Lake Erie, Monongahela

Assistant Secretary, Hudson & Manhattan
 Vice President and General Manager, Bessemer & Lake Erie
 General Manager, Pittsburgh & Lake Erie

Terminal Manager

J. B. WARRINGTON, Washington, D. C., Terminal Manager Washington District

Division Superintendent, Philadelphia & Reading

13. Pocahontas Region

Roanoke, Va.

N. D. MAHER, *Regional Director*
 T. S. DAVANT, *Traffic Assistant*
 D. E. SPANGLER, *Operating Assistant*

President, Norfolk & Western

Vice President, Norfolk & Western

General Superintendent, Transportation, Norfolk & Western

FUNCTION: To direct the operation of all railroads included in the Pocahontas Region.

13a. Regional Purchasing Committee

E. T. BURNETT, *Chairman*
 E. T. JELLSON

Purchasing Agent, Norfolk & Western
 Purchasing Agent, Chesapeake & Ohio

FUNCTION: (See Eastern Region)

Federal Managers

A. C. NEEDLES, Roanoke, Norfolk & Western
 G. W. STEVENS, Richmond, Chesapeake & Ohio (east of Louisville, Columbus & Cincinnati)
 J. H. YOUNG, Norfolk, Virginia

Vice President, Norfolk & Western
 President, Chesapeake & Ohio
 President, Norfolk Southern

Terminal Manager

C. E. HIX, Norfolk, Federal Manager, Hampton Roads Terminal & Norfolk & Portsmouth Belt

Superintendent Transportation, Seaboard Air Line

14. Southern Region

Healy Building, Atlanta, Ga.

B. L. WINCHELL, *Regional Director*
 G. R. LOYALD, *Operating Assistant*
 A. R. SMITH, *Traffic Assistant*
 F. F. GAINES, *Assistant for Capital Expenditures*
 S. S. ROBERTS, *Assistant*

Director of Traffic, Union Pacific
 Assistant Vice President, Southern
 Vice President, Louisville & Nashville

FUNCTION: To direct the operation of all railroads included in the Southern Region.

14a. Regional Purchasing Committee

F. H. FECHITZ, *Chairman*
 ALBERT C. MANN

Purchasing Agent, Atlantic Coast Line
 Purchasing Agent, Illinois Central

FUNCTION: (See Eastern Region)

14b. Southern Export Committee

Reporting to Regional Directors of both Southern and Southwestern Districts

CHARLES T. AIREY, Chairman, Atlanta
J. W. DALEY, Galveston
W. M. RHETT, New Orleans

FUNCTION: To issue permits covering all export business through South Atlantic and Gulf ports; and to see that freight originating in southern territory is sent through those ports and is distributed among them in such a way as to prevent congestion and to attain the greatest possible efficiency.

Federal Managers

E. H. COAPMAN, Washington, D. C., Southern, Georgia Southern & Florida, Alabama & Vicksburg, Carolia, Clinchfield & Ohio, Carolina, Clinchfield & Ohio of South Carolina (and 23 short lines)

W. J. HARRAH, Norfolk, Seaboard Air Line
LYNNE DELANO, Wilmington, N. C., Atlantic Coast Line

C. M. KUTTLE, Chicago, Illinois Central, Yazoo & Mississippi Valley, Gulf & Ship Island, Louisiana Railway & Navigation Co., (east of the Mississippi R ver)

E. T. LAMB, Atlanta, Ga., Atlanta, Birmingham & Atlantic, Atlanta & West Point, Western Railway of Alabama, Charlest & Western Carolina, St. Louis & San Francisco (lines east of the Mississippi River), Georgia

W. L. MAPOTTER, Louisville, Louisville & Nashville, Louisville, Henderson & St. Louis, Nashville, Chatanoga & St. Louis, Tennessee Central
R. V. TAYLOR, Mobile, Ala., Mobile & Ohio, Gulf Mobile & Northern, Southern Railway in Mississippi

W. A. WINBURN, Savannah, Central of Georgia
J. H. YOUNG, Norfolk, Norfolk Southern

Vice President, Southern

President, Seaboard Air Line
Vice President, Atlantic Coast Line

Vice President, Illinois Central

President Atlanta, Birmingham & Atlantic

Vice President, Louisville & Nashville

Vice President, Mobile & Ohio

President, Central of Georgia
President Norfolk Southern

General Manager

J. P. BECKWITH, St. Augustine, Fla., Florida East Coast
Vice President, Florida East Coast

15. Southwestern Region

St. Louis

B. F. BUSH, Regional Director
W. G. VOLLMER, Assistant Regional Director
W. B. BIDDLE, Traffic Assistant
E. A. HADLEY, Engineering Assistant

FUNCTION: To direct the operation of all railroads included in the Southwestern Region

15a. Regional Purchasing Committee

CHARLES A. HOW, Chairman
J. L. COWAN

FUNCTION: (See Eastern Region)

President, Missouri Pacific
Assistant to President, Missouri Pacific
President, St. Louis—San Francisco
Chief Engineer, Missouri Pacific

General Purchasing Agent, Missouri Pacific
Purchasing Agent, San Antonio & Aransas Pass

15b. Southern Export Committee

Reporting to Regional Directors of both Southern and Southwestern Districts

CHARLES T. AIREY, Chairman, Atlanta
J. W. DALEY, Galveston
W. M. RHETT, New Orleans

FUNCTION: (See Southern Region)

District Director

F. G. PETTIRONE, Dallas, Tex., Texas Sub-District
Vice President and General Manager, Gulf, Colorado & Santa Fe

Federal Managers

J. A. EDSON, Kansas City, Midland Valley, Kansas City Southern, Houston East & West Texas, Texarkana & Fort Smith, Vicksburg, Shreveport & Pacific

J. E. GORMAN, Chicago, Chicago Rock Island & Pacific, Chicago, Rock Island & Gulf

L. KRAMER, St. Louis, Missouri, Kansas & Texas Lines, north of Texas, St. Louis & San Francisco lines north of Texas (excluding lines from Memphis to Birmingham)

J. L. LANCASTER, Dallas, Tex., Texas & Pacific, St. Louis Southwestern of Texas, International & Great Northern (excluding line from Spring to Fort Worth & Madisonville branch), Trinity Branch of Missouri, Kansas & Texas of Texas, Louisiana Railway & Navigation Co., Lines west of Mississippi River.

A. ROBERTSON, St. Louis, Missouri Pacific System, St. Louis Southwestern lines north of Texas, Louisiana & Arkansas

J. S. PYATT, Dallas, Wichita Falls & Northwestern, Gulf, Colorado & Santa Fe, Fort Worth & Denver City, Fort Worth & Rio Grande, St. Louis, San Francisco & Texas, Missouri Kansas & Texas of Texas, International & Great Northern (from Spring to Fort Worth & Madisonville branch), Houston & Texas Central

W. B. SCOTT, Houston, Texas, San Antonio & Aransas Pass, Gulf Coast Lines, Southern Pacific Lines in Texas, and Louisiana (excluding Houston, East & West Texas Railway, & Houston & Texas Central), Galveston, Harrisburg & San Antonio, Louisiana Western, Morgan's Louisiana & Texas Railroad & Steamship, New Orleans Texas & Mexico, St. Louis Brownsville & Mexico, Texas & New Orleans

President, Kansas City Southern

President, Rock Island System

Vice President, Pullman Co.

President, Texas & Pacific

Vice President, Missouri Pacific System

President and General Manager, Gulf Coast Lines

President, Southern Pacific Lines

16. Central Western Region

Chicago

HALE HOLDEN, Regional Director
H. A. SCANDRETTI, Traffic Assistant
B. B. GREER, Assistant Regional Director

President, Chicago Burlington & Quincy
Assistant Director Traffic, Union Pacific
Vice President and General Manager, Colorado Southern

FUNCTION: To direct the operation of all railroads included in the Central Western Region.

16a. Regional Purchasing Committee

L. N. HOPKINS *Chairman*
M. J. COLLINS

FUNCTION: (See Eastern Region.)

Purchasing Agent, Chicago Burlington & Quincy
General Purchasing Agent, Atchison, Topeka & Santa Fe

16b. Sailing Day Plan Committee

GEORGE MORTON, *Chairman*

F. H. MANTEB

GEORGE WHIT

C. W. AXTELL
W. W. HALE

FUNCTION: To secure from railroads in the Central Western region such information and reports concerning merchandise traffic as may be needed to aid the Railroad Administration in developing a comprehensive plan for L. C. L. freight sailing days, i. e., a plan for loading straight cars to destinations now served through transfers, and for awarding these cars as often as the business demands. (Similar committees will be appointed for each of the other regions.)

District Director

WILLIAM SPROUL, San Francisco, District Director, Pacific Coast Sub-District (including all lines west of Ogallala and Salt Lake City, Utah, Albuquerque, N. Mex., El Paso, Tex. and south of Ashland, Oregon.)

Federal Managers

W. G. BIERD, Chicago, Chicago & Alton, Chicago, Peoria & St. Louis.

C. G. BURNHAM, Chicago, Chicago, Burlington & Quincy, Quincy, Omaha & Kansas City

E. E. CALVIN, Omaha, Union Pacific, St. Joseph & Grand Island, Oregon Short Line, Los Angeles & Salt Lake

J. E. GORMAN, Chicago, Chicago, Rock Island & Pacific, (exciting lines south of Harrington, Kan., and east of Tucumcari, New Mexico).

W. J. JACKSON, Chicago, Chicago, Terre Haute & Southeastern, Chicago & Eastern Illinois

C. M. KITTLE, Chicago, Illinois Central (lines north of Cairo, Ill., & Paducah, Ky.)

W. R. SCOTT, San Francisco, Southern Pacific Lines (west of El Paso and Ogallala, and south of Ashland, Ore.), Western Pacific

W. B. STOREY, Chicago, Atchison, Topeka & Santa Fe, Frisco & Santa Fe

General Managers

E. L. BROWN, Denver, Denver & Rio Grande

G. F. HAWKS, El Paso, Tex., El Paso & Southwestern

J. E. TAUSIG, St. Louis, Wabash (west of St. Louis).

Assistant General Freight Agent, Chicago, Burlington & Quincy
Assistant General Freight Agent, Atchison, Topeka & Santa Fe
Assistant General Freight Agent, Chicago, Rock Island & Pacific
Assistant General Freight Agent, Union Pacific
E. C. S. A., Southern Pacific

Terminal Managers

W. M. CORBETT, Kansas City, Terminal Manager, General Terminal
Kansas City Terminal District

President, Kansas City Terminal

A. S. JOHNSON, St. Louis, Terminal Manager, St. Louis Terminal District

Superintendent, Terminal Railroad Association, St. Louis

W. M. JEFFERS, Omaha, Terminal Manager, Omaha, South Omaha & Council Bluffs District

Vice President and General Manager, Union Pacific

17. Northwestern Region

Chicago

R. H. ASHTON, *Regional Director*
M. J. GORMLEY, *Operating Assistant*
J. G. WOODWORTH, *Traffic Assistant*
RALPH BUDD, *Assistant for Capital Expenditures*
R. W. WOOD, *Mechanical Assistant*

President, Chicago & Northwestern

Vice President, Northern Pacific
Assistant to President, Great Northern
Mechanical Engineer, Great Northern

FUNCTION: To direct the operation of all railroads included in the Northwestern Region.

17a. Regional Purchasing Committee

L. S. CARROLL, *Chairman*
F. A. BUSINELL

General Purchasing Agent, Chicago & Northwestern
Purchasing Agent, Great Northern

FUNCTION: (See Eastern Region.)

District Director

L. C. GILMAN, Seattle, Puget Sound District (Washington & Oregon)

President, Spokane & Inland Empire

Federal Managers

H. E. BYRAM, Chicago, Chicago, Milwaukee & St. Paul

President, Chicago, Milwaukee & St. Paul

J. M. HANNAFORD, St. Paul, Northern Pacific

President, Northern Pacific
General Manager, Minneapolis, St. Paul & Sault Ste. Marie

G. R. HUNTINGTON, Minneapolis, Minneapolis, St. Paul and Sault Ste. Marie, Duluth, South Shore & Atlantic

President, Great Northern
General Manager, Minneapolis, St. Paul & Northwestern

S. G. STRICKLAND, Chicago, Chicago & Northwestern

President, Great Northern
General Manager, Lines east, Chicago & Northwestern

A. W. TRENTHOLM, St. Paul, Chicago, St. Paul, Minneapolis & Omaha, Terminals of all railroads at Minneapolis & St. Paul, including Minnesota Transfer

Vice President and General Manager, Chicago, St. Paul, Minneapolis & Omaha

General Managers

W. H. BREMNER, Minneapolis, Minneapolis & St. Louis

President, Minneapolis & St. Louis

A. J. DAVIDSON, Portland, Ore., Spokane, Portland & Seattle

General Superintendent, Spokane & Inland Empire, & Spokane, Portland & Seattle

F. E. HOUSE, Duluth, Duluth & Iron Range, Duluth Missabe & Northern

President and General Manager, Duluth & Iron Range

J. P. O'BRIEN, Portland, Ore., Oregon-Washington Railroad & Navigation Co.

Vice President and General Manager, Oregon-Washington Railroad & Navigation Co.

W. L. PARK, Chicago, Chicago Great Western

Vice President, Chicago Great Western

Terminal Managers

| | |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| J. H. O'NEILL, Seattle, Terminal Manager, Puget Sound Terminals | General Superintendent, Great Northern |
| H. A. KENNEDY, St. Paul, Terminal Manager, St. Paul & Minneapolis Terminal, including Minnesota Transfer | Vice President, Minnesota Transfer |
| J. H. BRINKERHOFF, Chicago, Terminal Manager, Chicago District | General Superintendent, Belt Railway, of Chicago |

Advisory Commissions and Cooperating Agencies

The Advisory Commissions and Cooperating Agencies which appear on the organization chart include:— the Inland Waterways Committee, the Board of Railway Wages and Working Conditions, the Port & Harbor Facilities Commission and the Exports Control Committee.

17. Committee On Inland Waterways

601 G Street

MAJ. GEN W. M. BLACK, *Chairman*
 WALTER S. DICKEY
 G. A. TOMLINSON
 CALVIN TOMPKINS
 M. J. SANDERS
 GEN. CHARLES KELLER, *Secretary*

FUNCTION: To make a prompt investigation and to report as soon as possible a definite plan describing the extent to which and the manner in which additional use may be made of internal waterways for the economical and expeditious movement of the traffic of the country so as to relieve or supplement the railways under existing war conditions. While the entire waterway and transportation system is to be scrutinized only those waterways that will effectively afford national relief will be included in plans presented.

This committee has submitted several reports recommending steps that should be taken by the Railroad Administration with a view to relieving the railroads of freight that can be better served by water. On the basis of these reports the Director General has assumed control of certain internal waterways and has appointed the following officials to operate them:—

Cape Cod Canal

FUNCTION: To have charge of (1) the construction and acquisition of equipment for use on the Cape Cod Canal which connects Massachusetts Bay with Buzzards Bay and forms the first link in the proposed system of coastal internal waterways which will ultimately extend from Boston to Galveston; and (2) the operation of such equipment on this Canal.

G. A. TOMLINSON, *Federal Manager*
 New York & New Jersey Canals

FUNCTION: To take charge of (1) the construction, and acquisition of equipment for use on the New York Barge Canal running across the state of New York from Buffalo to the Hudson River and connecting the Great Lakes with New York Harbor, and the Delaware and Raritan Canal running from Raritan Bay to the Delaware River and connecting New York Harbor with Delaware Bay; and (2) the operation of such equipment on these Canals.

M. J. SANDERS, *Federal Manager*,
 Mississippi and Warrior Waterways

Manager, Leyland Steamship Lines

FUNCTION: To have charge of (1) the construction and acquisition of equipment for use upon the Mississippi river and upon the Warrior river between the Alabama coal fields and Mobile and in connection therewith for use upon the Mississippi Sound and connecting waters between Mobile and New Orleans; and (2) the operation of such equipment upon all such waters.

Lehigh Valley Transportation Co.

FUNCTION: To operate the lake-line service, established by the Railroad Administration between Chicago, Milwaukee, and Buffalo, in order to relieve the car situation as much as possible. This steamship line serves all eastern trunk lines over a common terminal at Buffalo.

18. Board of Railway Wages and Working Conditions

812 Southern Railway Building

G. H. SINES, *Chairman*
 F. F. GAINES, *Vice Chairman*
 J. J. DERMOODY
 C. E. LINDSAY
 W. E. MORSE
 A. O. WHARTON

Vice President, Brotherhood of Railroad Trainmen
 Superintendent Motive Power, Central of Georgia
 Fourth Vice President, Order Railroad Telegraphers
 Division Engineer, New York Central
 Vice President & General Manager, Denver & Salt
 Lake
 President, Railroad Employees' Department, Ameri-
 can Federation of Labor

FUNCTION: To hear and investigate matters presented by railroad employees or their representatives affecting (1) inequalities as to wages and working conditions whether as to individual employees or classes of employees, (2) conditions arising from competition with employees in other industries, and (3) rules and working conditions for the several classes of employees either for the country as a whole or for different parts of the country; and to hear and investigate other matters affecting wages and conditions of employment referred to it by the Director General. This Board is solely an advisory body and is required to submit its recommendations to the Director General for his determination.

19. Port and Harbor Facilities Commission

National Theatre Building, Washington, D. C.

| | |
|-----------------------------------------------------------------------------------|----------------------------------------------|
| EDWARD F. CARRY, <i>Chairman</i> , Representing the U. S. Shipping Board | Director of Operations, U. S. Shipping Board |
| S. M. FELTON, <i>Vice Chairman</i> , Representing the War Department | Director General, U. S. Railroads in France |
| CAPT. A. C. HODGSON, U. S. N., Representing Navy Department | |
| T. C. POWELL, Representing Railroad Administra- tion | Manager Inland Traffic, War Industries Board |
| ADMIRAL H. H. ROUSSEAU, U. S. N., Representing the Emergency Fleet Corporation | |
| GEORGE S. DEARBORN, Representing Eastern Steam- ship Interests | President, American-Hawaiian Steamship Co. |
| J. H. ROSSETTER, Representing Western Steamship Interests | Vice President, W. R. Grace & Co. |

FUNCTION: To take charge of and be responsible for the construction of new port facilities and the extension of existing facilities for vessels which the Shipping Board or the Emergency Fleet Corporation may authorize and make appropriations for; the Commission being authorized in carrying out such work to arrange and negotiate contracts and to utilize such agencies of the Shipping Board or the Emergency Fleet Corporation as may be available, and where practicable to utilize any Government agency that will be helpful in the situation.

20. Exports Control Committee
Washington, D. C.

GEORGE D. OGREN, *Chairman*,
Representing the Railroad Administration

General Freight Agent, Pennsylvania

MAJ. GEN. G. W. GOETHALS, U. S. A., Representing the War Department

REAR ADMIRAL C. J. PEOPLES, U. S. N., Representing the Navy Department

P. A. S. FRANKIN, Representing the Shipping Control Committee

D. W. COOK, Representing the Traffic Executives Vice President, Erie
Controlling Allied Traffic

FUNCTION: (1) To inform itself as to (a) the probable amount of freight which must be exported for the prosecution of the war; (b) how this war freight can best be routed to the various ports; (c) how much of other essential traffic has to be handled; and (d) the amount of local traffic necessary for each port; (2) To select the port to which specified freight shall be transported for shipment overseas for use of the War and Navy Departments, the allied governments, and others; (3) To decide the distribution of the combined amount of all exports as between the various ports so as to facilitate its handling at, and to avoid congestion in, any one port.

NOTE Hereafter all embargoes both for export and direct domestic shipment are to be applied at the point of origin, and no equipment will be tied up with embargoed freight, nor will embargoed freight be dumped at a seaport dock to await ship space. Control of export traffic will thus start at the factory shipping door

Interstate Commerce Commission

The Interstate Commerce Commission retains all of the powers conferred upon it by the Act to Regulate Commerce and Acts supplementary thereto excepting the power to suspend rates initiated by the President. This is clearly shown in Section 10 of the Railroad Control Act which provides "that carriers while under federal control shall be subject to all laws and liabilities as common carriers whether arising under state or federal laws, or at common law, except in so far as may be inconsistent with the provisions of this Act or any other act applicable to such federal control or with any order of the President".

The Act provides in addition "that during the period of federal control whenever in his opinion the public interest requires, the President may initiate rates, fares, charges, classifications, regulations and practices by filing the same with the Interstate Commerce Commission, which said rates, etc., shall not be suspended by the Commission pending final determination"; but even when the President has exercised this power the Commission must upon complaint determine whether the rates initiated are in violation of the Act to Regulate Commerce.

The Railroad Control Act gives to the Interstate Commerce Commission, however, a measure for determining the reasonableness of rates as a whole, namely, that it shall take into consideration the certificate of the President that it is necessary to increase revenues in order to pay "railway tax accruals other than war taxes, net rents for joint facilities and equipment, and compensation to the carriers", in addition to the expenses of federal control and operation fairly chargeable to railway operating expenses. The President under the express terms of the Railroad Control Act can put into effect only "just and reasonable rates" and the Commission is the final arbiter on this question.

21. Interstate Commerce Commission

2nd Floor I. C. C. Building

WINTHROP M. DANIELS, *Chairman*,

EDGAR E. CLARK

JAMES S. HARLAN

CHARLES C. McCORD

BALTHASAR H. MEYER

HENRY C. HALL

CLYDE B. ATCHISON

ROBERT W. WOOLEY,

GEORGE W. ANDERSON

GEORGE B. McGINTY, *Secretary*

FUNCTION: To exercise the powers given the Commission by the Act to Regulate Commerce and Acts supplementary thereto subject to such modifications as are obviously necessary in time of war; and in accordance with provisions of the Railroad Control Bill to act as adviser to the Director General of Railroads in all matters that come within the province of the Commission.

21a. Office of the Secretary
Interstate Commerce Building

GEORGE B. McGINTY, *Secretary*

A. HOLMEAD, *Assistant Secretary*

T. A. GILLIS, *Assistant to the Secretary*

W. M. LOCKWOOD, *Chief Clerk and Purchasing Agent*

FUNCTION: To serve as the chief administrative and executive officer of the Commission to whom all correspondence should be addressed.

21b. Bureau of Law

P. J. FARRELL, *Chief Counsel*

FUNCTION: To advise the Commission in all legal matters; and to represent the Commission in all court cases involving orders of the Commission in formal proceedings.

21c. Bureau of Dockets

JAMES C. CALMALT, *Chief Examiner*
F. C. STRATTIN, *Chief, Bureau of Dockets*

FUNCTION: To handle all material pertaining to formal proceedings arising from complaints involved in rates, fares, charges, classifications, regulations or practices of common carriers subject to the Act.

21d. Bureau of Tariffs

J. M. JONES, *Chief*

FUNCTION: To receive and examine all tariffs specifying rates, rules, and regulations governing interstate transportation.

21e. Bureau of Safety

W. P. BORLAND, *Chief*

FUNCTION: To enforce the safety appliance laws.

21f. Bureau of Locomotive Inspection

A. G. PACK, *Chief*

FUNCTION: To enforce the locomotive inspection laws.

21g. Bureau of Inquiry

J. J. HICKEY, *Chief*

FUNCTION: To investigate alleged violations of the criminal sections of the Act to Regulate Commerce and the Elkins Act.

21h. Bureau of Correspondence and Claims

ROBERT E. QUIRK, *Chief*

FUNCTION: To handle all correspondence relating to formal complaints involving rates, fares, charges, classifications, regulations or practices of common carriers subject to the Act.

21i. Bureau of Valuation

C. A. PROUTY, *Director*

FUNCTION: To value the property of common carriers under the so-called Valuation Act.

21k. Bureau of Carriers' Accounts

ALEXANDER WILEY, *Acting Chief*

FUNCTION: To prescribe uniform methods of accounting for carriers' accounts; and to examine the books of carriers in order to ascertain whether they are kept in accordance with the prescribed rules and classifications.

21l. Bureau of Statistics

M. O. LORENZ, *Chief*

FUNCTION: To secure from individual carriers the monthly, annual and special reports required by the Commission; and to compile statistical returns based upon these reports.

GEORGE A. POST, *Chairman,
Railroad Committee of the
Chamber of Commerce of the United States.*

RICHARD WATERMAN, *Secretary.*

August 10, 1918.

Extra copies of this bulletin can be purchased from the General Secretary, Chamber of Commerce of the United States, Riggs Building, Washington, D. C., at seven cents each, postpaid. Of the chart in its large original form, which measures approximately 23 by 50 inches, blue prints will be made. The charge for these blue prints will be thirty-five cents each, postpaid.

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